

# TEAM DYNAMICS and NEGOTIATION

## ***Type of Participant Targeted***

This course is designed for staff members who want to improve their ability to work in teams. This course is required for staff hired into the System's examiner commissioning program and optional for others. Participants should have approximately two years of experience at the Federal Reserve and should have been in charge of a project or team leadership role such as a significant part of an examination, inspection, or other similar work-related situation.

## ***Prerequisites***

Participants are expected to read *Getting to Yes* by Roger Fisher and William Ury before the school.

## ***Course Overview***

The course is designed to teach participants how to build teamwork in the work environment and to identify more effective ways of dealing with co-workers and supervisors. The course is highly interactive and requires substantial participant involvement.

## ***Course Objectives***

After completing this 4½-day course, the participant will be able to:

- Analyze problems in teams
- Use active listening skills
- Frame problems and solutions
- Conduct interest-based negotiation with individuals and with groups
- Deal with difficult people
- Practice collaborative management
- Use a facilitative approach to improve decision making and to conduct productive meetings

## ***Post-Course Intervention***

After completing the course, the participant should be given on-the-job assignments to increase retention of the competencies presented during class. Such on-the-job assignments could include being responsible for a significant part of an examination or inspection, or participating on or leading a team project or workgroup.

## *Overview of Team Dynamics and Negotiation Curriculum*

<b>Subject</b>	<b>Approximate Class Hours</b>	<b>Approximate Homework Hours</b>
Needs Assessment/Expectations	1.5	
Problems in Teams	4.5	
Active Listening	1.0	
Framing and Reframing	1.5	
Giving Feedback	1.0	
Interest-Based Negotiation	2.0	
Facilitated Teamwork	2.0	
Conflict/Trust in Teams	2.5	
Skills Practice	6.5	
Ethics	1.5	
Customized Application	5.0	
<b>Totals</b>	<b>30.0</b>	

### ***Learning Objectives***

*Team Dynamics and Negotiation* highlights a different theme each day of the course.

Day 1 – Teamwork

Day 2 – Skills for Building Work Groups

Day 3 – Prevention and Intervention Strategies for Effective Teamwork

Day 4 – Management of Effective Internal Teamwork

Day 5 – Application

After completing each course segment, the participant should be able to do the following:

#### Teamwork

Use the concepts presented in the teamwork exercise to analyze an experience that happened at his/her Reserve Bank. The analysis should include a description of the communication structure, role of each team member, and the decision-making process.

Explain each of the five sources of problems in teams using the Problem Analysis Circle as a guide.

Use a specific work experience to illustrate the importance of effective listening as a communication skill in a team setting.

## Leadership Skills for Building Work Groups

Given a problem with a team or peer, use the concept of “expanding the pie” to illustrate how both parties can gain as much as possible from a negotiation process.

Exhibit the behavior of the group leader as arbitrator vs. facilitator. Describe the advantages and disadvantages of each of these roles in a given situation.

## Prevention and Intervention Strategies for Effective Teamwork

Use a real-life example to demonstrate how to diffuse emotional behavior using one of the strategies based on the concept of Akido.

Create joint problem statements to help parties move from an atmosphere of competition to cooperation.

## Facilitation of Effective Internal Teamwork

Demonstrate the ability to use the skills and concepts presented in this course in the work environment.

Effectively manage the members of a team to accomplish tasks.

## Application

Explain the importance of ethics in the Federal Reserve culture with regard to the role of manager using a work experience to illustrate the concept.

## ***Class Size***

The minimum number of participants is 16, and the maximum is 20. No more than 50 percent of the registered participants of any class should come from the host Reserve Bank.

## ***Instructors***

Instructors for this course must (1) have previous experience teaching a System or FFIEC school; (2) have at least three years of experience with the System; (3) have attended the Team Dynamics and Negotiation school; (4) have attended Train-the-Trainer for Team Dynamics and Negotiation; and, (5) have attended the Leadership and Influence school. The success of the program depends not only on the instructors’ teaching skills, but also on the ability to serve as effective facilitators. Instructors model the behaviors and skills that are introduced in the course.

Due to the number of exercises and the interactive nature of the course, at least three instructors are needed. The lead instructor should be very well acquainted with every aspect of the course and have effective leadership skills. Persons nominated to teach this course will be selected by the course administrator in conjunction with the course committee.